

# Board of Management Conveners' Committee

<b>Date of Meeting</b>	<b>29 April 2024</b>
<b>Paper No.</b>	<b>CC3-G</b>
<b>Agenda Item</b>	<b>4.4</b>
<b>Subject of Paper</b>	<b>Strategic Risk Review</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Drew McGowan Associate Director of Governance and Risk</b>
<b>Date of production</b>	<b>22 April 2024</b>
<b>Action</b>	<b>For Discussion and Decision</b>

## 1. Recommendations

- 1.1. To discuss and approve the Strategic Risk Register for risks reported to the Committee, recommending any changes to the Board of Management for final approval.
- 1.2. To note the Risk Management Action Plans for risks reported to the Committee.

## **2. Purpose**

- 2.1. To provide the Conveners' Committee with an update on the most recent quarterly review of the College's strategic risks for those reported to the Committee. The Strategic Risk Register and the Management Action Plans (MAPs) are enclosed.

## **3. Consultation**

- 3.1. All strategic risk owners were consulted during the latest quarterly review.

## **4. Key Insights**

- 4.1. Risk management is a key component of the College's internal control and governance arrangements and, as such, is an important responsibility of the Board of Management, the Executive Leadership Team (ELT) and the Senior Management Team (SMT). Final approval of the Strategic Risk register is reserved to the Board and the Audit & Assurance Committee has oversight over the College's risk management approach.
- 4.2. ELT and SMT members are invited to review the risks they own on a quarterly basis. This is to ensure that the College, our Board and its committees, remain aware of any changes in the risk environment and that our risk management plans remain up-to-date and effective. Committees review the risks that are within their remit and recommend any changes to the Board for final approval.
- 4.3. The Strategic Risk Register and the MAPs are enclosed for the Committee's consideration and approval of members. 2 strategic risks are reported to the Committee. No changes to risk scores are proposed in this review.

## **5. Impact and Implications**

- 5.1. The effective management, control and mitigation of risks are essential to the College's institutional and financial sustainability, compliance, reputation and future growth.

### **Appendices:**

**Appendix 1:** Strategic Risk Register

**Appendix 2:** Risk Management Action Plans

## Strategic Risk Register

The Risk			Assessment			Changes		Board
ID	Risk Title	Owner	Impact	Prob.	Net Score	Trend	Updated	Committee
SR1	Failure to support successful student outcomes and progression	VPSE	5	4	20	↔	Jan '24	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Aug '23	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Sept '23	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	3	9	↔	Jan '24	Conveners'
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Oct '23	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Jan '24	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Oct '23	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	3	15	↗	Jan '24	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Jan '24	People
SR11	Failure to achieve taught degree awarding powers	DPr	4	4	16	↔	Aug '23	Learning
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Jan '24	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	1	5	↔	Aug '23	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Jan '24	Audit
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Jan '24	Audit
SR16	Failure of business continuity	ADGR	4	3	12	↔	Jan '24	Audit
SR17	Negative impact of industrial action	VPPCS	5	4	20	↔	Jan '24	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Oct '23	People
SR19	Failure to achieve operating surplus	CFO	5	5	25	↔	Jan '24	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	5	4	20	↔	Oct '23	Development
SR21	Failure to obtain funds from the City of Glasgow College Foundation	CFO	4	3	12	↔	Jan '24	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	4	16	↔	Jan '24	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	4	16	↔	Jan '24	Finance
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	5	2	10	↔	Jan '24	Conveners'

## Impact and Probability Criteria

Score	Impact	Probability
1	<b>Insignificant:</b> the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Highly Unlikely:</b> the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of happening.
2	<b>Minor:</b> the risk may cause slight disruption or impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Unlikely:</b> the likelihood of the risk occurring is unlikely but still possible. It would be estimated that the risk has a 6-25% chance of happening.
3	<b>Moderate:</b> the risk has a noticeable impact or disruption, affecting the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Possible:</b> the likelihood of the risk occurring is reasonable. It would be estimated that the risk has a 26-50% chance of happening.
4	<b>Major:</b> the risk has a substantial impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Likely:</b> the likelihood of the risk occurring is probable. It would be estimated that the risk has a 51-75% chance of happening.
5	<b>Critical:</b> the risk is a severe threat to the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Almost Certain:</b> the likelihood of the risk occurring is highly likely. It would be estimated that the risk has more than a 75% chance of happening.

## Key

<b>Pr</b>	Principal & CEO
<b>DPr</b>	Depute Principal & COO
<b>CFO</b>	Chief Financial Officer
<b>VPSE</b>	Vice Principal Student Experience
<b>VPCDI</b>	Vice Principal Corporate Development
<b>VPPCS</b>	Vice Principal People & Corporate Services
<b>ADGR</b>	Associate Director of Governance & Risk
<b>DE</b>	Director of Excellence
<b>DCS</b>	Director of Corporate Support
<b>DSE</b>	Director of Student Experience
<b>DIT</b>	Director of IT

- ↗ New risk or existing risk score has increased since the previous review.
- ↘ Risk score has decreased or risk removed since the previous review.
- ↔ Risk score has not changed since the previous review.

## Risk Matrix

	5	5	10	15	20	25
LIKELIHOOD	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		<b>IMPACT</b>				

- Low (1-5)** Acceptable level of risk subject to periodic review
- Medium (6-12)** Moderate level of risk subject to regular monitoring and mitigating actions and plans being in place
- High (15-20)** Unacceptable level of risk requiring immediate actions and plans to prevent or mitigate
- Critical (25)** Critical level of risk requiring urgent attention and actions to prevent or mitigate

## Risk Management Action Plans

Risk Management Action Plans																
The Risk						Net Score				Gross Score			Changes			
ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	<p>There is a risk that the College may fail to realise the planned benefits of Regionalisation, leading to a negative impact on our position within the Regionalisation Agenda. There is a further risk that the College fails to manage changes to governance arising from regionalisation to the benefit of the College and our stakeholders.</p> <p>To treat this risk, the College will maintain effective dialogue with the GCRB, SFC, Scottish Government and other colleges. Additionally, the involvement of college senior staff in regional strategic groups will be ensured to actively participate in decision-making processes, enabling the College to adapt and align with the regional agenda effectively.</p>	<p>April '24: Recent discussions with the Minister for Veterans and the Minister for Higher and Further Education suggest that a decision regarding GCRB may be on the horizon.</p> <p>Jan '24: We are still awaiting a decision and guidance on the way forward from the SFC. There has been no progress since April 2023.</p> <p>Feb '22: Decisions on the way forward are expected in this calendar year.</p> <p>Sept '21: Following the Scottish Funding Council's publication of the Phase One Report on Coherence and Sustainability: A review of Scotland's Colleges and Universities (October 2020), GCRB embarked on its own Review of Coherent Provision and Sustainability of Glasgow College Region.</p>	Low	Medium	3	3	9	3	5	4	20	↔	Jan '24	Aug '23: Edited for transfer to new MAP.
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	<p>There is a risk that the College fails to learn the lessons of COVID-19, and is unprepared for the next pandemic or public health crisis.</p> <p>To respond to this risk, the College needs to ensure that its Business Continuity Plans adequately address the need to maintain a state of preparedness for an as yet undefined public health emergency, and must be ready to respond quickly and decisively to the first signs of an emerging issue.</p>	<p>Jan '24: To support our preparedness and responsiveness to public health crises and incidents, as detailed in SR 16, a review of Business Recovery Plans was completed in January 2024. A desktop exercise is currently being planned for the Spring.</p> <p>Aug '23: The College responded well to the many challenges of COVID, transitioning quickly and effectively to online learning in lock down then introducing the precautions needed to create a healthy environment for hybrid working and blended learning. It is important that the lessons learned be captured and that the College consciously and deliberately maintain its preparedness for future public health emergencies. This risk replaces SR25 (Failure to manage acute threats relating to the Coronavirus outbreak).</p>	Low	Low	5	2	10	5	5	5	25	↔	Jan '24	Aug '23: New risk added to replace SR25.